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Quality of Work Life of Police Employees with Special Reference Work Profile: Interpersonal Relationship

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Abstract:

The strength of a state depends on the efficiency of its Police force in maintaining internal peace, law and order. The Police personnel need to carry out their activities efficiently and capably. The police are expected to be the most accessible, interactive and dynamic organisation of any society. Their roles, functions and duties in the society are natural to be varied and multifarious on the one hand; and complicated on the other. The police personnel therefore, happen to be the most visible representatives of the government. In an hour of need, danger, or any crisis, people find police to be most dependable person. Under such critical circumstances a person may be confused about what needs to be done, hence a police station or a policeman happens to be the most appropriate and accessible unit to him. Police have to undertake tasks which most other people would find risky and challenging.

1. Introduction

The strength of a state depends on the efficiency of its Police force in maintaining internal peace, law and order. The Police personnel need to carry out their activities efficiently and capably. The police are expected to be the most accessible, interactive and dynamic organisation of any society. Their roles, functions and duties in the society are natural to be varied and multifarious on the one hand; and complicated on the other.

The police personnel therefore, happen to be the most visible representatives of the government. In an hour of need, danger, or any crisis, people find police to be most dependable person. Under such critical circumstances a person may be confused about what needs to be done, hence a police station or a policeman happens to be the most appropriate and accessible unit to him. Police have to undertake tasks which most other people would find risky and challenging.

The more the researcher interacted with police personnel more the issues and problems faced by the police personnel were revealed. The fruitful informal interactions of the researcher with the police personnel inspired the researcher to do a comprehensive study on life of police personnel. The present study was undertaken to investigate opinions of police personnel with respect to their duty, their interpersonal relationship with superior. Interpersonal relationship with peers, promotional aspects.

2. State-of-the-art

2.1. Supervisor Subordinate Relationship

Sengupta (1995) has stated that a strained relationship between superior and subordinate was found to be one of the reasons for the growing dissatisfaction among SI and ASI. There is a act of cooperation and moral support from seniors at times when one need sit. They do not get fair and just treatment from the seniors. The superiors were reported to maintain distance from their subordinates and there was lack of adequate communication between the two.1

Bedi (2010) recollected that many of her superiors kept on denying her opportunities to express her creativity which could enable her to directly communicate with the people and to put in place the much needed participative police initiatives and reforms. When such creativity was threatening to a static system, sincere police officers like Kiran Bediwere kept away. She gave preference with innovative ideas and practical solutions for getting rid of various deficiencies which angered her detractors even more. She also dida good job in her last posting in BPR&D, which was being merely used as a back end office by the Ministry of Home Affairs .2

Khopde(2010) It was found that the meetings were conducted for unnecessary discussions for hours together without any results. He also expresses the fact that the behaviour of constables at lower level and the behaviour of the senior officers is the reflection of work

culture created by police department. Leadership often fails to create idealism. There is a generation gap. Often negative attitude of seniors leads to application of X theory which fails to motivate police force. According to him, the main hurdle in motivating is the attitude of senior officers. There should be natural trust between superiors and subordinates. Open communication, respectful behaviour, using words carefully, transparency, peaceful listening, remembering names of subordinates will help. The researcher observed that there is a generation gap. There are differences between old and new police constables.³

Sengupta (1995) believed that the demand for strong leadership in police force is required irrespective of the sample size of the research. The researcher observed that the police officers have leadership qualities but because of scarcity of manpower they are so busy that they don't get time to guide their subordinates.⁴

3. Objectives of the Study

- To explore interpersonal relationships of police constables with their colleagues.
- To examine interpersonal relationships of police personnel with their seniors.
- To examine quality of work life initiatives made by police department.

4. Used Methodology

Researcher has concentrated on taking responses of police constables from Pune. Pune Commissionerate is the law enforcement agency with jurisdiction over 790 sq.km.

4.1. Data

- **Primary Data:** Primary data was obtained through questionnaire method, interview method and case study method.
- **Secondary Data-**The secondary data is collected from the different libraries and from online website. A few of these libraries are Centre for Police research; Central Library of Police at Shivajinagar, Jaykar Library (Pune University), Sinhgad Institute of Management Library On line information was available on the website of police research centre. i.e. www.bpr&d.nic.in

4.2 Sample

4.2.1. Sampling Plan

Pune City police stations are divided under four Zones, namely Zone I, Zone II, Zone III, and Zone IV. There are total 33 police stations under Pune City. The researcher has collected the data of police constables from all the police stations.

4.2.2. Sample Description

The total population of police constables under Pune Jurisdiction is 3847. The researcher has taken 16 % of the total population. i.e. 630 police constables. The sample constituted of 630 police constables from Pune lying in range of 5 to 14 years of experience. Thus, purposive sampling technique was used for data collection.

4.3. Tools of Data Collection

- Questionnaire
- Interviews

Interview schedule was prepared to get opinions of IPS officers on following aspects.

- Interaction with subordinates.
- Interaction with superiors.
- Case Study -Case study method was used to get deeper understanding of the specific problems faced by the police constables.

4.4. Hypothesis

- Interpersonal relationships of police personnel with their colleagues are healthy.
- Interpersonal relationships of police personnel with their seniors are good.

4.5. Scope of the Study

- The present study covers police constables having experience of 5 years to 14 years in the police department.
- The present research has covered all 33 police stations under Pune Commissionerate.

5. Obtained Results

The results are divided under two categories

Quantitative analysis:

- Results on Hypotheses testing
- Results on Gender differences.
- Results on Differences between groups made on basis of years of experience.

Qualitative Analysis: Case Study Method.

Result Tables

- Hypothesis 1: Interpersonal relationships of police constables with their colleagues are healthy.

	Mean	SD	Total Range of Scores
Interpersonal Relationship with Colleagues	7.24	1.51	0 to 9

Table 1: Table showing Mean, SD and Range of scores for interpersonal relationship with colleagues (N=630)

Scores Range	Scores Interpretation	Interpretation with respect to hypothesis
0 to 3	Low	Poor Interpersonal relations
4 to 6	Average	Satisfactory Interpersonal relations
7 to 9	High	Healthy Interpersonal relations

Table 2: Table showing the range and interpretation of Scores

- Hypothesis 1 stated as 'Interpersonal relationships of police constables with their colleagues are healthy' is accepted.
- Hypothesis 2: Interpersonal relationships of police constables with their seniors are good.

	Mean	Std. Deviation	Range of Scores
Relationship with Seniors	11.615	3.68	0 to 18

Table 3: Table showing Mean, SD and Range of scores for interpersonal relationship with seniors (N=630)

Scores Range	Scores Interpretation	Interpretation with respect to hypothesis
0 to 6	Low	Poor Interpersonal relations
7 to 13	Average	Satisfactory Interpersonal relations
14 above	High	Good Interpersonal relations

Table 4: Table showing the range and interpretation of Scores

- Hypothesis 2 stated as 'Interpersonal relationships of police constables with their seniors are good' is rejected.

5.1 Results on differences between groups made on basis of years of experience

	Relations with Colleagues	Relations with Seniors
Mann-Whitney U	48170.000	43796.000
Z	-.646	-2.554**

Table 5: Table showing Mann-Whitney Test Statistics

* Difference significant at .05 level, ** Difference significant at .01 level

The result tables of Mann-Whitney U test indicate that:

- Seniors relations are better with less experienced Police personnel than more experience police personnel.
- Less experienced police personnel perceived better physical aspects of job as compared to more experienced police personnel.

5.2. Results on Gender Difference

	Relations with Colleagues	Relations with Seniors	Psychological Aspects of Job	Physical Aspects of Job	People opinion
Mann-Whitney U	33309.500	34130.000	31877.500	37473.000	35161.500
Z	-2.786**	-2.323**	-3.517**	-.671	-1.825

Table 6: Table Showing Mann-Whitney Test Statistics

** Difference significant at .01 level.

The result tables of Mann-Whitney U test indicate that:

- Males have better interpersonal relations with their colleagues than females.
- Males have better interpersonal relations with their seniors than females.

5.3 Findings

- The researcher has observed that interpersonal relations of police constables with their colleagues are healthy. 80 percent of police constables share on job problems, family problems, with each other. They are emotionally attached with each other. They respect each other.
- Interpersonal relations of police constables with their seniors are not very good. 60 percent of respondents complained about their seniors' attitude and behaviour. The most common complaint of police constables is that the seniors don't assign the work on merit. Apple polishing plays a crucial role. Respondents have also stated that seniors do not pay heed to the ideas or suggestions given by police constables to their seniors. Mistakes are criticized to extreme level.
- After the interviews conducted with Senior Police Officers and retired police personnel it was found that police constables rarely receive any co operation from the senior officers. Police constables are subject to equal rights and heed to their demands are necessary. The police constables are humans under their uniforms and have every need and necessity as any other individual of this society. They are deprived of even the barest minimum requirements under various pretexts. It will be very honestly appreciated by these protectors of our society if the governors look into the matter and try to solve the problems faced by these police constables, not under the name of sympathy or pity; but as righteous individuals of our society

5.4. Recommendation & Suggestions

The researcher has spelled out certain recommendations after the study of the ground details of the job profile of the constabulary and the problems arising therein. These are as follows:

- Recognition of their good work,
- Superiors to communicate with them perfectly on professional aspects.
- To allocate work in a proper manner.
- To create promotional avenues.
- To provide for a healthy work environment
- Proper performance evaluation.
- Strict supervision of work

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